



# WORKFORCE MANAGEMENT PLAN 2022-2026

Reviewed April 2025



## Contents

Introduction.....	3
Context and background .....	3
Challenges.....	3
Developing the workforce management plan .....	4
Organisation Chart .....	6
Headcount and gender .....	6
Age Profile.....	<b>Error! Bookmark not defined.</b>
Length of Service.....	7
Training .....	8
Workforce plan 2022 – 2026: Key strategies and activities .....	10

## Introduction

Central Tablelands Water (CTW) regards its employees as its greatest asset, delivering services and facilities to the community in an efficient and effective manner. Staff are committed and conscientious, capable and customer focused.

This Workforce Management Plan (WMP) is aimed at ensuring CTW continue to attract, develop, and retain capable, innovative and committed staff, with the capacity and resources to provide high quality services to CTW's valued customers. The WMP sets out a range of strategies and activities to achieve this.

## Context and background

CTW's WMP has been developed in accordance with the NSW Office of Local Government Integrated Planning and Reporting Framework requirements.

BUSINESS ACTIVITY STRATEGIC PLAN (BASP)	DELIVERY PROGRAM	OPERATIONAL PLAN
The BASP identifies the business priorities of council for a minimum 10-year period and establishes high-level objectives, together with strategies for achieving the objectives.	A four-year program outlining all the strategies, key result areas, and activities to achieve the vision of council.	An annual plan setting tasks and budget to achieve the Delivery Program activities for a specific financial year.
Underpinned by the Resourcing Strategy <ul style="list-style-type: none"> <li>• Long Term Financial Plan</li> <li>• Assets Management Plan</li> <li>• Workforce Management Plan</li> </ul>		

The WMP identifies the human resources required to achieve the activities of the Delivery Program:

*"Do we have the right people, with the right skills and experience in the right place at the right time?"*

## Challenges

CTW faces a number of challenges for its workforce now and in the future, these include but are not limited to:

- A small geographically dispersed workforce servicing a large area and multiple communities;
- Local labour market competition due to strong regional mining influences;
- Attraction and retention capacity and market competitiveness;
- Developing and maintaining a skilled, trained and flexible workforce;
- An aging workforce with potential loss of corporate knowledge, and
- Limited financial capacity to expand and develop.

CTW has a small geographically dispersed workforce providing services across a large area and to several different communities. With the advancement of technology and improvement in internet connectivity throughout the supply area, access to online meetings and online training has enabled staff to participate in meetings and training without having to travel from their dedicated work areas each time.

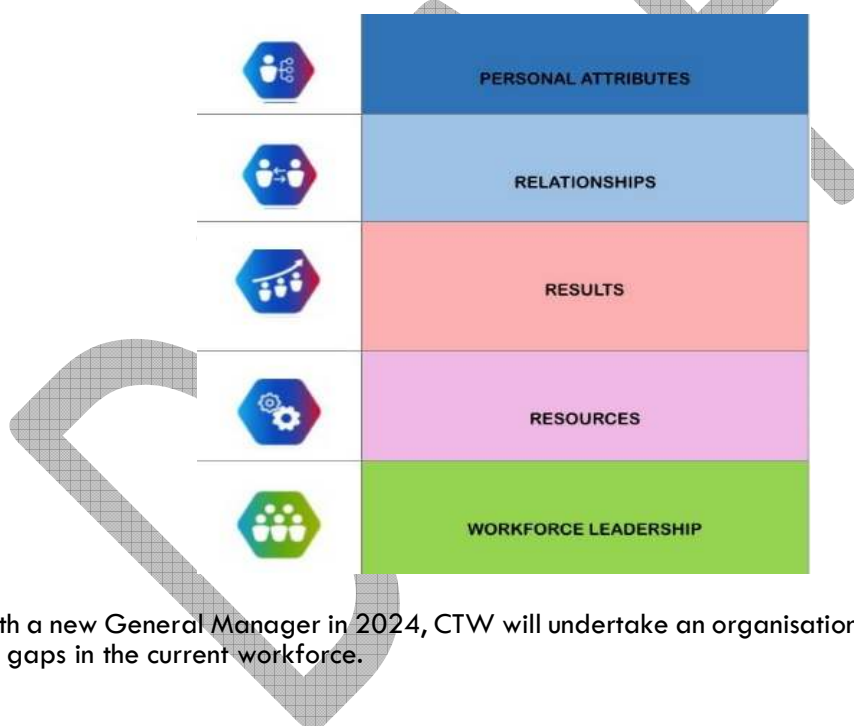
With limited staffing resources in each location of the organisation, significant planning and roster flexibility is also required when managing staff leave absences.

The challenges CTW faces in implementing the strategies within the WMP stem from the resources available and the ability to meet the requirements and expectations placed on it by its customers, the government, economic, environmental and legislative requirements.

## Developing the workforce management plan

In the early days of the WMP, CTW completed a detailed workforce analysis to identify capability and capacity gaps, review employment conditions and performance management processes, to position it to expand and develop. This review was based on the *Local Government Capability Framework* developed by LGNSW and has been incorporated into every individual CTW position description.

*“The Local Government Capability Framework sets out the essential knowledge, skills, abilities and other attributes needed to work effectively in local government. It has been designed to give those employed in local government more support to continue their fantastic work, aligned the workforce to deliver community outcomes by describing capabilities in terms of observable behavior...” LGNSW*



With a new General Manager in 2024, CTW will undertake an organisation workforce review to identify the gaps in the current workforce.

CTW has a relatively small but dynamic workforce of 24.4 Full Time Equivalent (FTE) staff. Highly trained and experienced with long term commitments to CTW, the employees are critical to achieving CTW's Vision of being:

*“An independent regional water authority providing a quality water supply – reliably and sustainably”*

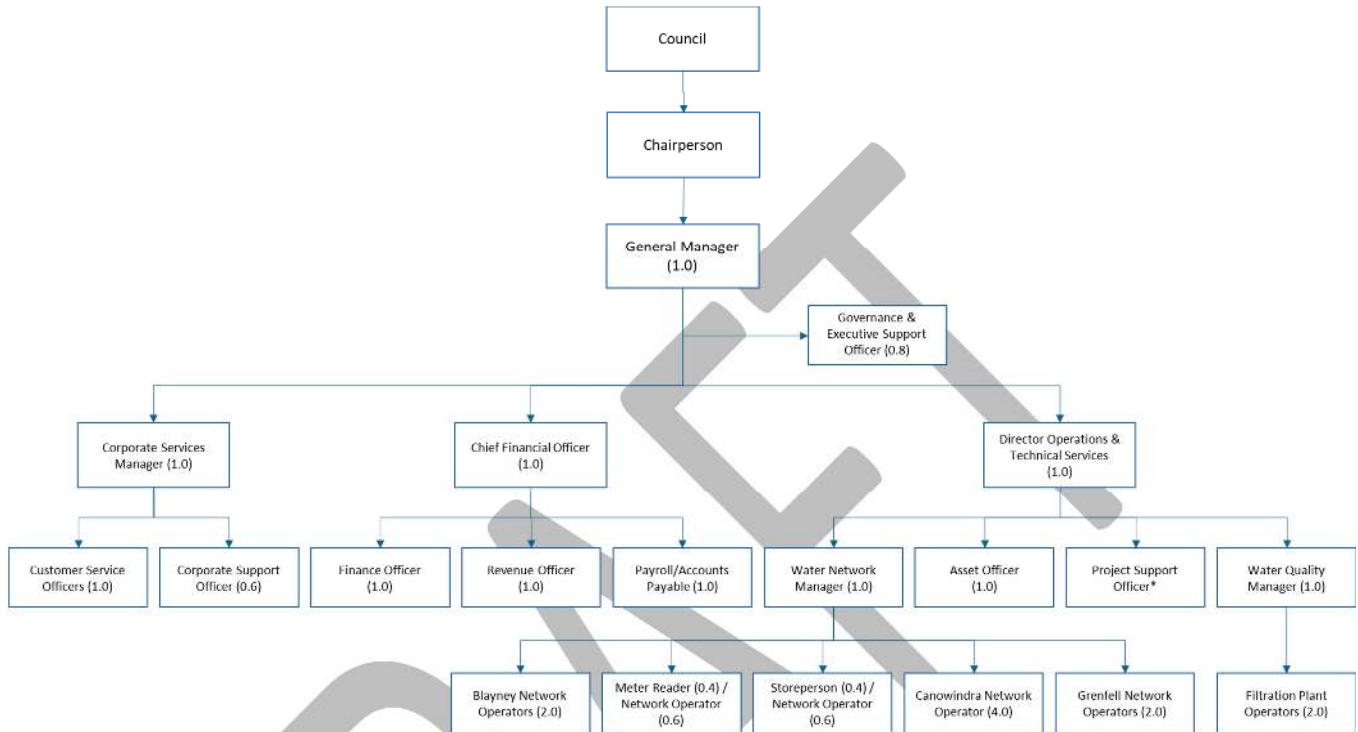
The importance of CTW's workforce is also reflected in its Values, which includes:

*“Skilled and capable workforce in delivering an essential service”*





## Organisation Chart



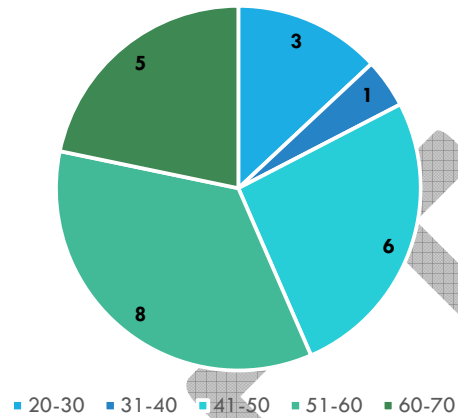
\* As required – funded through project budget

## Headcount and gender

WORKFORCE	Section	Total	Male	Female
	Technical & Operational Services	16	16	0
	Corporate & Financial Services	8	1	7
	General Manager	1	1	0
Staff 25				
24.4 Full time equivalent				

## Age Profile

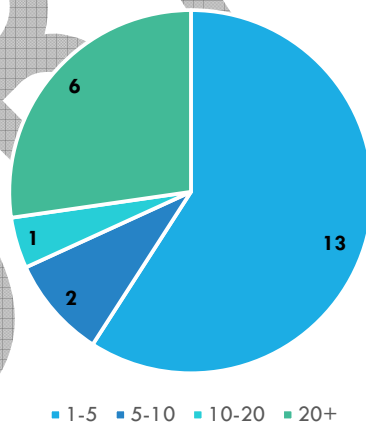
### Age Profile



*Average Age 49.2*

## Length of Service

### Years of Service



*Average Years of Service 5.5*

## Training

Council has a commitment to ensure that its entire staff are appropriately skilled and trained to carry out their responsibilities. Various in-house and external training programs will continue to be undertaken to ensure that the required skills are available. The following training was undertaken by staff and Councillors during 2024/25.

Training Course	# participants
Working at Heights & Confined Spaces	6
Bimonthly Update - TaxEd	1
Eftsure - How Data Breaches Land at Finances Door	1
Sparke Helmore Lawyers - Insolvency 101 for Creditors	1
LG Professionals NSW - Board Elections	1
Payable - Leading your team to Gold with Olympic Medallist	1
Forklift ticket	2
Customer Service - Telephone training	2
Payable - City of Parramatta achieved	1
Synergy Records User Training - Online	4
Customer service training	2
Eftsure	1
Commbank/Local Government- Generation change of payments	1
LG Professionals NSW - Finance Conference	1
Induction training for County Council Board Members	7
Fortinet- Australian Privacy Act Changes	1
WHS training	12
TaxEd- FBT Roadshow - FBT Ferris Wheel keeps turning	1
CPR Training	22

*WHS Workshop,  
Canowindra  
April 2025*





CTW provides their workforce with a variety of internal and external training activities, including but not limited to accredited vocational training, non-accredited and regulatory training, and tertiary qualifications.

To support capability development for staff, CTW provide opportunities for paid study leave, financial support and flexible working arrangements. CTW also provide all staff access to an Employee Assistance Program for health and wellbeing purposes.

## Barriers to training and development activity

Like most small regional Councils, CTW faces a number of challenges in developing its workforce to meet the changing service delivery needs. An example of these challenges are:

- Training and development funding
- Training provider access
- Location of training providers
- Awareness of training opportunities.

## Skills and resource gap analysis

CTW staff are currently developing a training matrix that identified training needs/requirements as part of the recent performance reviews. Once this is finalised, training will be sourced within Council's financial restraints.

## Making it happen – implementing and reporting

The purpose of the WMP is to:

- Strategically define CTW's human resource requirements to maintain and develop the future success of the organisation;
- Identify current and anticipated gaps in CTW's workforce to allow it to continue to deliver an essential quality service to its consumers;
- Plan and manage succession planning;
- Identify and promote career paths for its employees;
- Explore current working arrangements and identify any areas that require adjustment to meet the demands on an ever-changing employment environment; and
- Ensure we are a responsible employer of choice with a strong long-term capability and capacity to attract, engage, develop and retain the right workforce.

This workforce plan has been developed to support CTW to meet the objectives identified in the Business Activity Strategic Plan, Delivery Program and Operational Plan.

CTW's three strategic priorities are:

1. Providing a high quality and reliable drinking water supply
2. An efficient, sustainable and customer focused organisation, and
3. Regional leadership and collaboration.

The development of the following four workforce strategies captures the clear direction for CTW's WMP:

1. Enhance workforce planning and HR practices and systems.
2. Develop and support a high performing capable workforce.
3. Continue to engage with employees to promote and support a positive workplace culture.
4. Provide a safe and healthy workplace and manage risk.

CTW will report annually to the Council and staff on the effectiveness of the measures identified in this workforce plan. As changes are needed or new opportunities present the plan can be adapted and modified where required.

Consultation with staff on matters which affect their employment, wellbeing, or day to day activities is essential. Being a small workforce, regular communication with all staff by senior management, managers, and supervisors is imperative.

## Workforce plan 2022 – 2026: Key strategies and activities

### RESPONSIBLE OFFICER(S) ACRONYM DEFINITIONS

Responsible Officer	Acronym
General Manager	GM
Director Operations & Technical Services	DOTS
Corporate Services Manager	CSM
Chief Financial Officer	CFO
Water Network Manager	WNM
Water Quality Manager	WQM

Strategy	Activities	Performance measures	Responsible officer(s)
1. Enhance workforce planning and HR practices and systems	<ul style="list-style-type: none"> <li>Conduct a review of the organisation structure, including review of position descriptions and skills gap analysis.</li> </ul>	<ul style="list-style-type: none"> <li>Review is completed and improvements implemented.</li> </ul>	GM, DOTS, CSM, CFO
	<ul style="list-style-type: none"> <li>Develop succession plan for business-critical roles, including process to capture corporate specialist knowledge.</li> </ul>	<ul style="list-style-type: none"> <li>Succession plan developed and implemented.</li> </ul>	GM, DOTS, CSM, CFO
	<ul style="list-style-type: none"> <li>Complete a review of the salary system.</li> </ul>	<ul style="list-style-type: none"> <li>Review completed and changes implemented.</li> </ul>	GM, DOTS, CSM, CFO

2. Develop and support a high performing capable workforce	<ul style="list-style-type: none"> <li>Identify professional development needs from performance reviews and staff meetings.</li> </ul>	<ul style="list-style-type: none"> <li>Annual training plan is developed and funded.</li> </ul>	GM, DOTS, CSM, CFO, WNM, WQM
	<ul style="list-style-type: none"> <li>Review and update the Induction Program.</li> </ul>	<ul style="list-style-type: none"> <li>Review completed and program updated.</li> </ul>	CSM
	<ul style="list-style-type: none"> <li>Develop project management capability through certified training and on the job training.</li> </ul>	<ul style="list-style-type: none"> <li>Project management capability improved.</li> </ul>	DOTS
	<ul style="list-style-type: none"> <li>Promote the use of new technologies and provide training.</li> </ul>	<ul style="list-style-type: none"> <li>Efficiencies in operations and processes realised.</li> </ul>	DOTS
3. Continue to engage with employees to promote and support a positive workplace culture.	<ul style="list-style-type: none"> <li>Consult with all staff in the development of strategies to promote and support a positive workplace culture.</li> </ul>	<ul style="list-style-type: none"> <li>A positive workplace culture exists</li> </ul>	GM, DOTS, CSM, CFO
	<ul style="list-style-type: none"> <li>Engage with all staff and promote the importance and benefits of a good work life balance.</li> </ul>	<ul style="list-style-type: none"> <li>A good work life balance exists.</li> </ul>	GM, DOTS, CSM, CFO
4. Provide a safe and healthy workplace and manage risk	<ul style="list-style-type: none"> <li>Staff are trained in safe work method statements</li> </ul>	<ul style="list-style-type: none"> <li>Training has been completed.</li> </ul>	DOTS
	<ul style="list-style-type: none"> <li>Staff have an understanding of risk management, identification, mitigation and reporting risk.</li> </ul>	<ul style="list-style-type: none"> <li>Risk management and safety training has been completed.</li> </ul>	GM, DOTS, CSM, CFO